



Attendance and Punctuality Policy

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|---------------------------|---------------------------------------|
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| Chair of Governors | Ndidi Edozie |
| Policy Author | Mark Bynoe, Senior Deputy Headteacher |
| Statutory Policy | No |
| Review Cycle | Annually |
| Last Review | November 2025 |
| Next review | November 2026 |

| Date of Review | Section/Subheading | Details of changes |
|-----------------------|---|--|
| November 2025 | 3.7 – Roles and Responsibilities – Parents/Carers | Collection of students if leaving during the school day. |
| | N/A | Removed model letters |



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1. Aims

This policy aims to show our commitment to meeting our obligations with regards to school attendance, including those laid out in the statutory guidance on [Working together to improve school attendance](#) from the Department for Education (DfE). We aim to achieve this through our whole-school culture and ethos that values good attendance, which includes:

- Setting high expectations for the attendance and punctuality of all pupils
- Promoting good attendance and the benefits of good attendance
- Reducing absence, including persistent and severe absence
- Ensuring every pupil has access to the full-time education to which they are entitled
- Acting early to address patterns of absence
- Building strong relationships with families to make sure pupils have the support in place to attend school

We will also promote and support punctuality in attending lessons.

2. Legislation and Guidance

This policy is based on the DfE's statutory guidance on [Working together to improve school attendance](#) and [School attendance parental responsibility measures](#). The guidance is based on the following pieces of legislation, which set out the legal powers and duties that govern school attendance:

- Part 3 and Part 6 of the [Education Act 1996](#)
- Part 7 of the [Education and Inspections Act 2006](#)
- [The School Attendance \(Pupil Registration\) \(England\) Regulations 2024](#)
- <https://www.legislation.gov.uk/ukxi/2006/1751/contents> [The Education \(Penalty Notices\) \(England\) \(Amendment\) Regulations 2013](#)
- The [Equality Act 2010](#)

<https://www.legislation.gov.uk/ukxi/2013/757/regulation/2/made> It also refers to:

- [School census guidance](#)
- [Keeping Children Safe in Education](#)
- [Mental health issues affecting a pupil's attendance: guidance for schools](#)
- [Ofsted's 2025 framework toolkit](#)
- [Children Missing in Education \(CME\) Guidance 2024](#)

3. Roles and Responsibilities

3.1. The Governing Body

The link governor for attendance is Joyce Adeluoye-Adams

The Governing Body is responsible for:

- The link governor for attendance is Joyce Adeluoye-Adams
- Setting high expectations of all school leaders, staff, students and parents
- Making sure school leaders fulfil expectations and statutory duties, including:
 - Making sure the school records attendance accurately in the register, and shares the required information with the DfE and local authority



- Making sure the School works effectively with local partners to help remove barriers to attendance, and keeps them informed regarding specific students, where appropriate
- Recognising and promoting the importance of school attendance across the school's policies and ethos
- Making sure the school's attendance management processes are delivered effectively, and that consistent support is provided for students who need it most by prioritising staff and resources
- Making sure the school has high aspirations for all students, but adapts processes and support to students' individual needs
- Regularly reviewing and challenging attendance data and helping school leaders focus improvement efforts on individual students or cohorts who need it most
- Working with school leaders to set goals or areas of focus for attendance and providing support and challenge
- Monitoring attendance figures for the whole school and repeatedly evaluating the effectiveness of the school's processes and improvement efforts to make sure they are meeting students needs
- Where the school is struggling with attendance, working with school leaders to develop a comprehensive action plan to improve attendance
- Making sure all staff receive adequate training on attendance as part of the regular continued professional development offer, so that staff understand:
 - The importance of good attendance
 - That absence is almost always a symptom of wider issues
 - The school's legal requirements for keeping registers
 - The school's strategies and procedures for tracking, following up on and improving attendance, including working with partners and keeping them informed regarding specific students, where appropriate
- Making sure dedicated training is provided to staff with a specific attendance function in their role, including in interpreting and analysing attendance data
- Holding the Headteacher to account for the implementation of this policy

3.2. The Designated Senior Leader Responsible for Attendance

The Designated Senior Leader, also known as the Senior Attendance Champion', is Mark Bynoe, Senior Deputy Headteacher via Mar.Byn@sns.hackney.sch.uk

They are responsible for:

- Implementation of this policy at the school
- Monitoring school-level absence data and reporting to governors
- Supporting staff with monitoring the attendance of individual students
- Monitoring the impact of any implemented attendance strategies
- Leading, championing and improving attendance across the school
- Setting a clear vision for improving and maintaining good attendance
- Evaluating and monitoring expectations and processes
- Looking at historic and emerging patterns of attendance and absence, and then develop strategies to address these patterns
- Communicating the school's high expectations for attendance and punctuality regularly to students and parents through all available channels
- Having a strong grasp of absence data and oversight of absence data analysis
- Regularly monitoring and evaluating progress in attendance
- Establishing and maintaining effective systems for tackling absence, and making sure they are followed by all staff



- Liaising with students, parents/carers and external agencies, where needed
- Building close and productive relationships with parents to discuss and tackle attendance issues
- Creating intervention or reintegration plans in partnership with students and their parents/carers
- Delivering targeted intervention and support to students and families

3.2. Head of Inclusion (SENDCO)

The Head of Inclusion (SENDCO) is Alex Bell and can be contacted via Ale.Bel@sns.hackney.sch.uk

They are responsible for:

- Working with the parents of students with special educational needs and/or disabilities (SEND) to develop specific support approaches for attendance for students with SEND, including where school transport is regularly being missed, and where students with SEND face in-school barriers
- Communicating with the local authority when a student with an education, health and care (EHC) plan has falling attendance, or where there are barriers to attendance that relate to the student's needs

3.4. The Attendance Officer

The Attendance Officer is Connie Minott-Dowe and can be contacted via Con.Min@sns.hackney.sch.uk

The Attendance Officer is responsible for:

- Analysis of attendance and absence data regularly to identify students, groups or cohorts that need additional support with their attendance, and
- Identifying students whose absences may be a cause for concern, especially those who demonstrate patterns of persistent or severe absence, working with them and parents/carers directly supported by the pastoral team
- Providing regular attendance reports to school staff and reporting concerns about attendance to the designated senior leader responsible for attendance and the Headteacher
- Working with education welfare officers to tackle persistent absence
- Advising the Headteacher when to issue fixed-penalty notices

3.5 Form Tutors

Form Tutors are responsible for:

- Recording attendance for Registration, completing registers within 5 minutes of Registration beginning and using correct codes.
- Alerting Attendance Officer with any concerns regarding absences.

3.6. Class Teachers

Class Teachers are responsible for:

- Recording attendance for lessons, completing registers within 5 minutes of lessons beginning and using the correct codes.
- Alerting Attendance Officer with any concerns regarding absences.

3.6. Reception Staff



Reception staff are responsible for:

- Taking calls from parents/carers about absence on a day-to-day basis and recording on the school system.
- Transferring calls and messages from parents/carers to the relevant staff where appropriate, to provide them with more detailed support on attendance

3.7. Parents/Carers

Where this policy refers to a parent, it refers to the adult the school and/or local authority decides is most appropriate to work with, including:

- All parents, whether they are married or not
- All those who have parental responsibility for a child or young person
- Those who have day-to-day responsibility for the child (i.e. lives with and looks after them)

Parents/carers are responsible for:

- Making sure their child attends every day on time
- Informing the school to report their child's absence before 8:00am via 0207 241 9686 or attendance@sns.hackney.sch.uk on the day of the absence on the day if their child is absent and each subsequent day of absence if there is no medical note provided, and advise when they are expected to return.
- Providing the school with more than one emergency contact number for their child
- Ensuring that, where possible, appointments for their child are made outside of the school day
- Keeping to any attendance contracts that they make with the school and/or local authority
- Seeking support, where necessary, for maintaining good attendance, by contacting form tutor and/or, head of year.
- For safeguarding reasons, Students will not be allowed to leave the site alone. All students in Years 7–9 must be collected from school by an authorised adult if they need to leave during school hours, such as for appointments. All students leaving during school hours due to illness must be collect by an authorised adult.

3.8. Students

Students are responsible for:

- Attending school every day on time by 8.25am
- Attending on time every timetabled lesson and arriving on time fully equipped for learning.

4. Recording Attendance and Punctuality

4.1. Attendance Register

Monitoring of students' attendance is an important part of safeguarding.

Students must arrive by 8.25am to ensure they arrive to their Form Rooms by 8.30am when registration begins. Form Tutors will take the morning attendance register (AM Session) register each morning during tutor time between 8:30am – 8:35am. Students who arrive after 8.30am will be entered as late.

Registers close at 9.00am, thereafter a student is marked as absent. Arriving late with no parental explanation either by phone/email/in person, in writing or a medical note will result in an hour after school detention.

The afternoon attendance register (PM Session) will be taken at the start of lesson 5 between 2.10pm – 2.15pm. The afternoon register will close at 2.30pm.



Registers are to be completed using the appropriate national attendance and absence codes from the School Attendance (Student Registration) (England) Regulations 2024, to determine whether every student is:

- Present
- Attending an approved off-site educational activity
- Student Absent
- Unable to attend due to exceptional circumstances

Any amendment to the attendance register will include:

- The original entry
- The amended entry
- The reason for the amendment
- The date on which the amendment was made
- The name of the person who made the amendment

We will also record:

- Whether the absence is authorised or not
- The nature of the activity if a student is attending an approved educational activity
- The nature of circumstances where a student is unable to attend due to exceptional circumstances.

4.2 Lateness and Punctuality

A student who arrives late:

- Before the register has closed will be marked as late, using the appropriate code
- After the register has closed will be marked as absent, using the appropriate code

If student arrives after 9.00am with no valid reason, they will also be deemed to have an unauthorised absence for the morning session. This will impact their attendance figure.

5. Authorised Absence from School

5.1. Approval for Term-Time Absence

The Designated Senior Leader responsible for Attendance will only grant a **leave of absence** to a pupil during term time if the request meets the specific circumstances set out in the [2024 school attendance regulations](#). These circumstances are:

- Taking part in a regulated performance, or regulated employment abroad
- Attending an interview for employment or for admission to another educational institution
- Study leave
- A temporary, time-limited part-time timetable

A leave of absence is granted at the School's discretion, including the length of time the pupil is authorised to be absent for.

Leave of absence will not be granted for a pupil to take part in protest activity during school hours.

As a leave of absence will only be granted in exceptional circumstances, it is unlikely a leave of absence will be granted for the purposes of a family holiday.

The school considers each application for term-time absence individually, considering the specific facts, circumstances and relevant background context behind the request.



Any request for leave during term time are to be submitted to the Deputy Headteacher with oversight for attendance as soon as it is anticipated and, where possible, at least 5 days before the absence, by completing the form linked on the school website. A printed copy of the form can also be obtained from the Main Office. Requests must confirm the name of the student(s), first day of absence, last day of absence, return to school date and reason for leave. Requests should also be submitted with any supporting documentation, such as flight tickets. Outcome of requests will be sent within 3 school days.

Should the leave not be authorised, and a young person is absent from school for over 20 school days, they may risk losing their place at Stoke Newington School, and they will be taken off roll and reported as a Child Missing in Education to Hackney Education.

5.2. Participation in Public Performances

The regulations related to children participating in public performances are separate to those around authorising leave of absence. Parents/carers of a child performer are to request leave of absence from school for their child to take part in a performance. The child should have a valid performance licence and parent/carers will need to confirm whether education will be provided by the employer during the leave of absence. Confirmation of the absence from the agent must also be provided. This will, or will not, be authorised by the Headteacher.

Any absence recorded as part of a child's participation in a public performance is recorded as C, an authorised absence. For further advice and guidance on child employment and performance licenses please see further information from the local authority [using this link](#).

5.3. Competing at Regional, County or National level for Sport

Absences in relation to students participating in sporting events must be requested by parent/carers and are authorised by the Headteacher. The School may wish to discuss with parent/carers the nature and frequency of the absence and how learning will continue if absences occur. Permission for your child to leave early or arrive late to attend coaching and training sessions are also at the discretion of the Headteacher and are not likely to be approved if it is a regular event, unless the sports club or association are providing an education tutor as part of their coaching. If the absence is likely to be a regular event parents must provide evidence, from the sports club or association, of a named tutor or coach who will be providing the education and the programmes of study for the child.

5.4. Gypsy Roma and Traveller Leave

Absence of a child from a traveller family that has left the area may be authorised if the absence is for work purposes only and it is believed that the family intends to return. To ensure the continuity of learning for Traveller children, dual registration is allowed if required. That means that a school cannot remove a Traveller child from the school roll while they are travelling. When the Traveller is away from home school holds the place open and records the absence as authorised through the T code. Distance Learning packs for traveller children are not an alternative to attendance at school. You can find further information from the local authority [using this link](#).

5.5. Other reasons for authorised absence

Other valid reasons for **authorised absence** include (but are not limited to):

- Illness (including mental-health illness)
- Medical/dental appointments - Where possible, these should be arranged outside of the school day.



- Religious observance – where the day is exclusively set apart for religious observance by the religious body to which the pupil's parent(s) belong(s). If necessary, the school will seek advice from the parent's religious body to confirm whether the day is set apart for religious observance
- Parent(s) travelling for occupational purposes – a pupil is a mobile child if their parent is travelling in the course of their trade or business and the pupil is travelling with them. In these circumstances a pupil will be considered as a mobile child, provided they are of compulsory school age and have no fixed abode and whose parent is in a trade or business that requires them to travel from place to place
- If the pupil is currently suspended or excluded from school.

5.6. Absences from the school site (which are not classified as absences)

The headteacher will allow pupils to be absent from the school site for certain educational activities, or to attend other schools or settings. These are not classified as absences. Reasons include (but are not limited to):

- Attending an offsite approved educational activity, sporting activity or visit or trip arranged by the school
- Attending another school at which the pupil is also registered (dual registration)
- Attending provision arranged by the school or local authority
- Attending work experience
- If there is any other unavoidable cause for the pupil not to attend school, such as disruption to travel caused by an emergency, a lack of access arrangements, or because the school premises are closed

6. Unplanned Absence from School

Where an absence is not reported to the school by the parent/carer and the student is not in attendance, the school will send an absent alert text message to report their absence, requesting the parent/carer contacts the school to confirm details of their absence. A follow up message will be sent if student continues to be absent for a second day.

If the student has not returned to school after the first day and contact is still not obtained from parent/carer, the Attendance Officer will contact student's emergency contacts on the system to attempt to gain contact. If no contact is made, a three-day absence letter will be sent home. The Attendance Officer will continue to contact emergency contacts on Day 4 of the absence period if student has not yet returned.

If the student has not returned to school after five school days and contact is still not obtained from parent/carer or emergency contacts, the Attendance Officer will seek to complete a home visit with another member of staff to try and obtain contact with student and parent/carer.

If the school is concerned about the safety and wellbeing of a student who is not in school, we may consider and seek support from external agencies, such as the local authority, police and Children's Social Care. A letter will be sent home advising a referral will be made to the Multi Agency Safeguarding Hub (MASH) and home visit.

7. Children Missing in Education (CME)

Children going missing, particularly repeatedly, can act as vital warning sign of a range of safeguarding possibilities including Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE).

CME are at significant risk of underachieving, being victims of harm, exploitation, or radicalisation, and becoming NEET (not in education, employment or training) later in life. As such, early intervention is vital, and staff will monitor student attendance through twice-daily registers and refer all cases of concern.

Where individual staff have concerns about a student being a CME, they should submit an initial concern as per the Child Protection Policy. This will then be dealt with in line with both policies, and relevant professionals including the local authority and Children's Social Care will be contacted where appropriate.

In addition to this, students absent from school for over 20 school days of unauthorised leave, may risk losing their place at Stoke Newington School and if so, will be taken off roll and reported as a Child Missing in Education to Hackney Education.

8. Strategies for Promoting Attendance

Our school will make use of the full range of support and resources available to improve a student's attendance, and reward high attendance. For improving attendance, the school will generally follow the flow chart of actions, however decisions regarding strategies used will be tailored towards the student, background information and the context of absences.

8.1 Incentives and Awards for high attendance

To encourage and recognise high attendance, a variety of incentives and awards are provided, include:

- Termly and Yearly attendance assemblies and certificates.
- Reward Trips for those with improved/high attendance.
- Achievement points

9. Supporting Students with Poor Attendance

9.1. Persistent Absence

Persistent absence is where a student misses 10% or more of school, and severe absence is where a student misses 50% or more of school. Reducing persistent and severe absence is central to the school's strategy for improving attendance. In cases of persistent and severe absences, the School will work with the student, parents/carers and other key adults to implement interventions to improve attendance. If a student falls within the persistent absentee group, parents/carers will be notified at the half-term, if not previously made aware through other written communication.

9.2. Intervention to Improve Attendance

School recognises that poor attendance can be an indication of difficulties in a child's life. This may be related to problems at home and or in school. Parents/carers should make school aware of any difficulties or changes in circumstances that may affect their child's attendance and or behaviour in school, for example, bereavement, divorce/separation, incidents of domestic abuse. This will help the school identify any additional support that may be required. The school can provide a range of interventions and support for the student to ensure their attendance remains high, including:

- Discussion with parents and students
- Attendance letters such as low attendance letters and medical evidence only
- Meetings with key contacts, such as Attendance Officer, Pastoral Staff, SENDCo and external agencies where appropriate.
- Internal counselling support for the student
- Nominated staff member to support student
- Part-time timetable, which must be agreed by the Headteacher



- Attendance Support Plan
- Student and Parent Attendance Contract

9.3. Students absent due to mental or physical ill health or SEND

We also recognise that some students are more likely to require additional support to attain good attendance, for example, those students with special educational needs, those with physical or mental health needs, and looked after children. The school will implement a range of strategies to support improved attendance.

- Meeting with parents and students
- Referrals to support agencies
- Time limited part time timetables
- Additional learning support
- Inclusion units
- Internal counselling support for the student
- CAMHS Referral

Where a student has an education health and care (EHC) plan and their attendance falls, or the school becomes aware of barriers to attendance that related to the student's needs, the school will inform the local authority.

9.4 Penalty Notices and Warnings

The Headteacher (or someone authorised by them), local authority or the police can fine parents for the unauthorised absence of their child from school, where the child is of compulsory school age, by issuing a penalty notice.

If the school issues a penalty notice, it will check with the local authority before doing so and send it a copy of any penalty notice issued.

Before issuing a penalty notice, the school will consider the individual case, including:

- Whether the national threshold for considering a penalty notice has been met (10 sessions of unauthorised absence in a rolling period of 10 school weeks)
- Whether a penalty notice is the best available tool to improve attendance for that student
- Whether further support, a notice to improve or another legal intervention would be a more appropriate solution
- Whether any obligations that the school has under the Equality Act 2010 make issuing a penalty notice inappropriate

A penalty notice may also be issued where parents allow their child to be present in a public place during school hours without reasonable justification, during the first 5 days of a suspension or exclusion (where the school has notified the parents that the student must not be present in a public place on that day).

Each parent who is liable for the student's offence(s) can be issued with a penalty notice, but this may only be the parent/parents who allowed the absence. The payment must be made directly to the local authority, regardless of who issues the notice.

9.5. Notice to Improve

If the national threshold has been met and support is appropriate, but parents do not engage with offers of support, the school may offer a notice to improve to give parents a final chance to engage with support.



Notices to improve will be issued in line with processes set out in the local code of conduct for the local authority area in which the student attends school.

They will include:

- Details of the student's attendance record and of the offences
- The benefits of regular attendance and the duty of parents under [section 7 of the Education Act 1996](#)
- Details of the support provided so far
- Opportunities for further support, or to access previously provided support that was not engaged with
- A clear warning that a penalty notice may be issued if attendance doesn't improve within the improvement period, along with details of what sufficient improvement looks like, which will be decided on a case-by-case basis
- A clear timeframe of between 3 and 6 weeks for the improvement period
- The grounds on which a penalty notice may be issued before the end of the improvement period.

10. Analysing, Monitoring and Reporting Attendance

10.1. Monitoring and Analysing Attendance

The Attendance Officer will monitor and analyse attendance and punctuality data regularly at an individual, year group, and target focus group level, and discuss interventions and actions needed regularly with the student's Head of Year and other key colleagues, such as the Head of Inclusion, in Attendance Meetings and Student Support Network (SSN) meetings. This is overseen by the Senior Leader responsible for attendance.

The school also works with Hackney Education Attendance Service who provide additional support and advise for the school and parents/carers, helping to improve attendance.

10.2. Reporting Attendance to the Department for Education

From September 2024, the Department for Education (DfE) attendance data will be collected each term and published at national and local authority level through the DfE's school absence national statistics releases. The underlying school-level absence data is published alongside the national statistics.

The school will benchmark its attendance data at whole school, year group and cohort level against local, regional, and national levels to identify areas of focus for improvement and share this with the governing board.

10.3. Reporting Attendance to Parents/Carers

Parents/carers will be notified termly of their child's attendance when receiving their Progress Check which will confirm their attendance percentage, and any authorised or unauthorised absences.

Should a student's attendance fall short of School's attendance target, parent/carers will be notified in line with the Attendance Flowchart, however decisions regarding strategies used will be tailored towards the student, background information and the context of absences.

11. Appendix 1: Attendance Codes

The following codes are taken from the DfE's [guidance on school attendance](#).

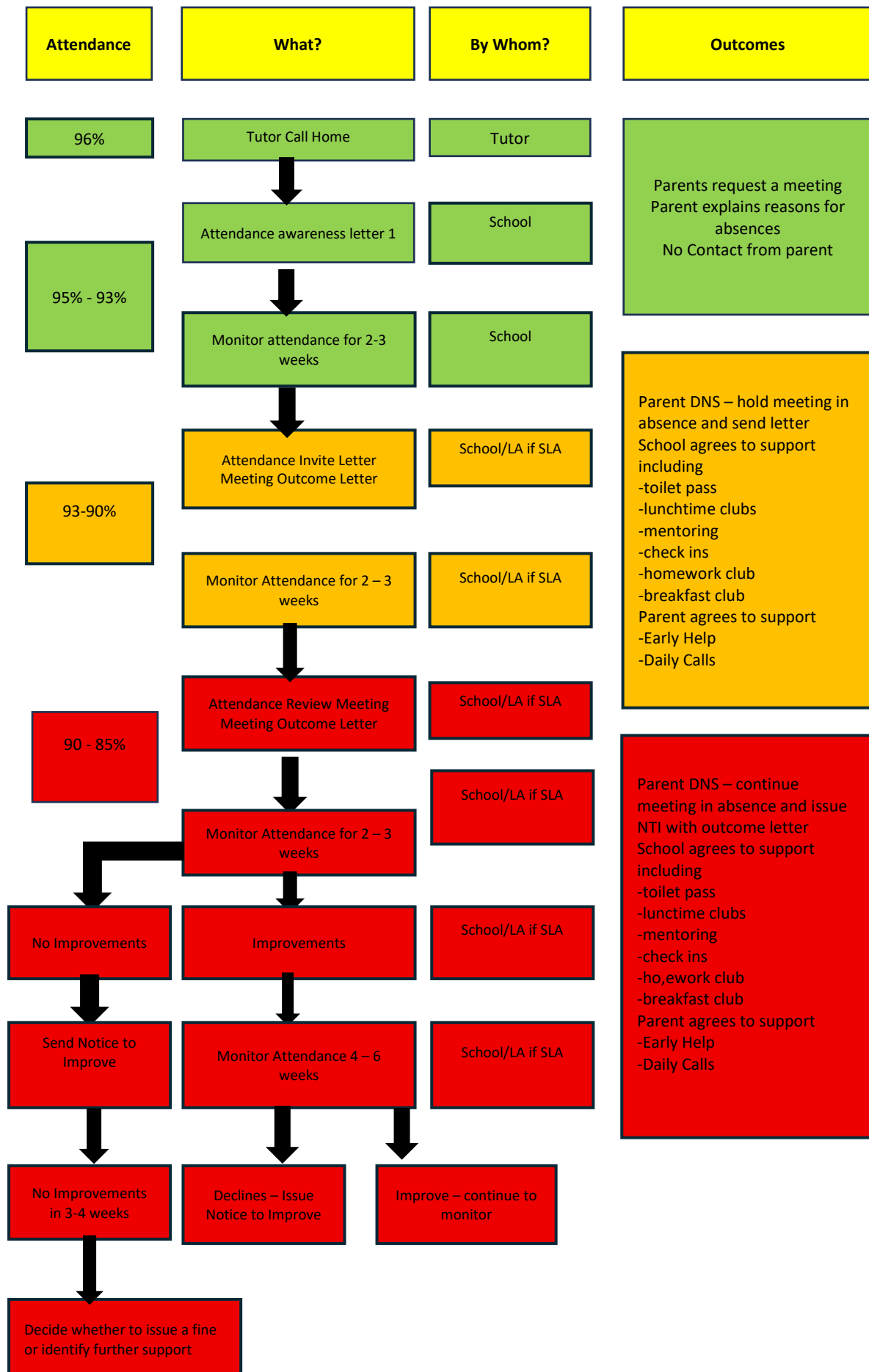
| Cod e | Definition | Scenario |
|--|---|--|
| / | Present (AM) | Student is present at morning registration |
| \ | Present (PM) | Student is present at afternoon registration |
| L | Late arrival | Student arrives late before register has closed |
| Attending a place other than the school | | |
| K | Attending education provision arranged by the Local Authority | Student is attending a place other than a school at which they are registered, for educational provision arranged by the local authority |
| V | Attending an educational visit or trip | Student is on an educational visit/trip organised or approved by the school |
| P | Participating in a sporting activity | Student is participating in a supervised sporting activity approved by the school |
| W | Attending work experience | Student is on an approved work experience placement |
| B | Attending any other approved educational activity | Student is attending a place for an approved educational activity that is not a sporting activity or work experience |
| D | Dual registered | Student is attending a session at another setting where they are also registered. Alternative provision |
| Absent – Leave of Absence | | |
| C1 | Participating in a regulated performance or undertaking regulated employment abroad | Student is undertaking employment (paid or unpaid) during school hours, approved by the school |
| M | Medical/dental appointment | Student is at a medical or dental appointment |
| J1 | Interview | Student has an interview with a prospective employer/educational establishment |
| S | Study leave | Student has been granted leave of absence to study for a public examination |
| X | Not required to be in school | Student of non-compulsory school age is not required to attend |
| C2 | Part-time timetable | Student is not in school due to having a part-time timetable |
| C | Exceptional circumstances | Student has been granted a leave of absence due to exceptional circumstances |
| Absent – Other authorised Reasons | | |
| T | Parent travelling for occupational purposes | Student is a 'mobile child' who is travelling with their parent(s) who are travelling for occupational purposes |
| R | Religious observance | Student is taking part in a day of religious observance |
| I | Illness (not medical or dental appointment) | Student is unable to attend due to illness (either related to physical or mental health) |
| E | Suspended or excluded | Student has been suspended or excluded from school and no alternative provision has been made |
| Absent – Unable to attend school because of unavoidable cause | | |



| | | |
|--------------------------------------|---|---|
| Q | Lack of access arrangements | Student is unable to attend school because the local authority has failed to make access arrangements to enable attendance at school |
| Y1 | Transport not available | Student is unable to attend because school is not within walking distance of their home and the transport normally provided is not available |
| Y2 | Widespread disruption to travel | Student is unable to attend because of widespread disruption to travel caused by a local, national or international emergency |
| Y3 | Part of school premises closed | Student is unable to attend because they cannot practicably be accommodated in the part of the premises that remains open |
| Y4 | Whole school site unexpectedly closed | Every student absent as the school is closed unexpectedly (e.g. due to adverse weather) |
| Y5 | Criminal justice detention | Student is unable to attend as they are; in police detention, remanded to youth detention, awaiting trial or sentencing, or, detained under a sentence of detention |
| Y6 | Public health guidance or law | Student's travel to or attendance at the school would be prohibited under public health guidance or law |
| Y7 | Any other unavoidable cause | To be used where an unavoidable cause is not covered by the other codes |
| Absent – Unauthorised Absence | | |
| G | Holiday not granted by the school | Student is absent for the purpose of a holiday, not approved by the school |
| N | Reason for absence not yet established | Reason for absence has not been established before the register closes |
| O | Absent in other or unknown circumstances | No reason for absence has been established, or the school isn't satisfied that the reason given would be recorded using one of the codes for authorised absence |
| U | Arrived in school after registration closed | Student has arrived late, after the register has closed but before the end of session |
| Administrative Codes | | |
| Z | Prospective student not on admission register | Student has not joined school yet but has been registered |
| # | Planned whole-school closure | Whole-school closures that are known and planned in advance, including school holidays |



12. Appendix 2: Attendance Action Flowchart





13. Appendix 3: Punctuality Flowchart

